
Worksheet C

Detailed Step Workplan

CEM Program: 1 to 3 Year Process Action Plan

Subtopic: *Develop/maintain/update the facility's Process Action Plan: A strategic plan for a definitive 1-3 year time period, with goals and intermediate, attainable objectives.*

End Product: *An up-to-date program management system showing the status of preparedness at the facility.*

Action Steps:

1. *Make an honest evaluation of the status of the facility's program by using the Program Development Tool and the Internal / External Audits. Determine the facility's Program Profile and the philosophies held by management and staff.*
2. *Meet with the Emergency Preparedness Committee to review these findings. With them, develop an initial set of priorities for improvements. Discuss the "Twelve Step Approach" and how it can facilitate structure to these developmental efforts over the next three years.*
 - a. *Outline the purpose of your meeting: to develop a long-range, comprehensive plan for enhanced facility protection with year-by-year improvements.*
 - b. *Send a draft 3-year "Strategic Process Action Plan" to them ahead of time, as a courtesy and good strategy, because it lets them become aware of the work that has already been done to prepare for meeting and increases your credibility. Attach a long list of areas of improvement needed to your draft priorities as an appendix for discussion, ask that they examine these priorities and the attachment and indicate which areas they feel are most important.*
 - c. *In the meeting, make it clear that their suggestions will be used to draft a proposed 3-year development plan that will be submitted to the Director for input. This proposal will detail the:*
 1. *Specific staff-days needed to complete*
 2. *Specific cost estimates for personnel, goods and services, travel, etc.*
 3. *Other VA Services and external agencies that need to be involved*
 - d. *Discuss the commitments of time needed from other VA Services and then make a formal request to each Service representative for their decision on whether they would be able to support your work plan in the necessary areas (for*

example, in updating plan elements, providing special information, providing some staff time for public education, participating regularly in the emergency management training activities, etc.).

3. *Draft the 3-year Emergency Management Program Process Action Plan Proposal for submission to the Director using all of the input you have received.*
4. *Submit the proposal to the Director for final review. Ask to meet with him or her to provide a briefing on its details. Work with the Director to determine the best way to proceed from this point.*

Estimate of Staff Time: *If the facility's program has never been directed by a work plan, as much as 1 to 2 staff-months may be required to move from evaluation through consultation with the Committee and top management through the final draft of the proposal. A well-managed ongoing program should require 4 to 9 staff days each year for work plan update and proposal.*

Barriers:

1. *Misunderstanding about purpose of multi-year plan (e.g., power-grabbing).*
2. *Little or no support from or input from committee or Director.*
3. *False evaluation of your program's current status.*
4. *Shortcuts or inaccurate data in management plan.*

Incentives:

1. *Well defined program objectives and a Workplan help focus energies on significant issues and reduces the tendency to expend too much time on tangential activities during the work year.*
2. *Increase in the facility's capability because of a professionally managed program in eyes of top management and JCAHO inspectors.*
3. *Establishes a "yardstick" for what is being accomplished to improve facility protection while also clearly indicating current status.*

Budget Issues: *Emergency Preparedness Coordinator's time.*

Who Should Do It? *Emergency Preparedness Coordinator with the input of the Director and the Service Chiefs.*

Maintenance Tasks: *The 3-year Process Action Plan shows progress in program development, but also will provide the structure to schedule certain program maintenance activities at particular times of year.*
